RUN BEFORE YOU GET SHOT DOWN?

- If you were in Asako's position
  - Jayoung
    - midway of project
      - problems
        - Asako opposed Rana in front of public
        - People have trust to Rana
      - Another meeting with Rana and experts
        - reasoning
        - alternatives
      - Rana wanted to show his power
      - Project tries to attract people participating in making decision.
        - villagers' meeting without Rana
          - open opinion
          - no right to speak out
        - villagers still may have opinions against Rana
        - difficulty to change villagers' idea
    - Enkhmandakh
      - Historical, cultural, philosophical, political aspects
        - male dominant
      - let people open their opinion
      - explanation of reason for not accepting proposal more technically
      - move to another village only if all the efforts do not work
      - close collaboration with women and poor
        - beneficiary of project
    - Other opinions
      - leave
        - lack of conflict management
        - It is impossible to reconstruct the relation
      - stay
        - If successor would come, the same conflict will be repeated.
        - backup persons are expected to support Asako
- Social and cultural factors
  - caste system
    - lower caste people have little power
      - difficulty in bottom-up approach
      - only top-down approach was possible
    - difficult to work together
  - gender bias
    - women are considered incapable for income generation
    - women have no right to make decision
    - now situation is changing; many women groups are actively working
  - decentralization policy
    - decision making in village development committee
    - word development committee make decision and report to village development committee
  - outsiders
    - Naja and Asako
      - Naja is also outsider
        - elite bias
          - educated
          - urban
      - Asako is typical outsider
    - Village people should solve problems.
      - Outsides should not.
  - illiterate
    - village people
    - difficulty in taking part in decision making
    - blindly rely on literate people
  - conflict management
    - Asako is not capable handle it.
    - conflict in interest between Asako and Rana
  - external factors
    - lack of communication ability
      - intercultural
      - interpersonal
    - lack of independence
      - Asako's stay at Rana's house
    - project ownership
      - objective is participatory approach to attain development in democratic manner
        - totally against village situation
        - objective was not shared between recipient and implementer
        - inappropriate objective
          - too early
          - not understood well
      - project formulation itself is problem
    - lack of preparation of JOCV
      - three-month training
        - no participatory approach
          - lack of methodology
        - survival language only
        - no cross cultural communication
      - lack of assessment
      - lack of basic understanding
    - lack of monitoring
      - checking point
      - risk management
- about the case
  - international project in Nepal
  - community development
  - not bottom up (?)
- Major players
  - Asako
    - Voluteer in JOCV
    - little training before coming to field
    - participatory community development project
    - Worked in company in Japan but quitted
    - Quite positive in her work in project
  - Naja
    - NGO member
      - Field manager
    - Asako's counterpart
    - Elite
      - highest caste
      - outsider of Sanchai village
      - feel superior to villagers, esp. to women
  - Rana
    - village chairman
    - dominant higher caste
    - relatively well educated
    - bias against women and poor
    - closed-minded person
    - high tempered and violent
    - convinced speaker
    - influential to villagers
  - Yokota
    - Team leader
    - experiences with villagers
- Chronology
  - June 1995
    - Asako and Naja started staying in village.
    - Decision of activity
      - gathering of villagers
      - difficulty in gathering
        - low caste people women are excluded in decision making
        - cultural aspect
        - (those people do not want to take part in...)
  - Nov. 1995
    - conflict between Asako and Rana
      - Rana tried to dominate Asako
      - Asako just thought it as a interpersonal problem, not as a project problem.
  - Mid-Aug. 1996
    - Asako thought impossible
      - flood
      - cost
      - Rana requested bridge for buses and taxis
        - Promotion for election
    - Expert is invited to examine.
      - Bridge is not feasible
      - Translator did not translated to local people
      - Asako translated by herself instead.
      - Rana felt angry.
        - Asako may get money.
        - Asako is outsider and not understanding local situation.
      - Villagers also followed Rana.
        - They also need the bridge.
        - Asako felt betrayed.
  - Sept. 1996
    - Yokota visited village
      - Naja informally agreed to idea of Rana.
      - Asako did not know the agreement.
  - December 1996
    - Rana gave up idea of bridge.
    - Rana proposes income generation activity.
      - women are incapable.
      - Selected women will get goats.
      - still needs bridges.
    - Naja want to give goat to every women.
      - conflict
    - Naja's idea was finally taken.
      - Rana was unhappy.

bad communication; Naja does not tell all to Asako

different views to women;

Good relation first; Rana thinks he can not get benefit from Asako; Asako do not trust Rana